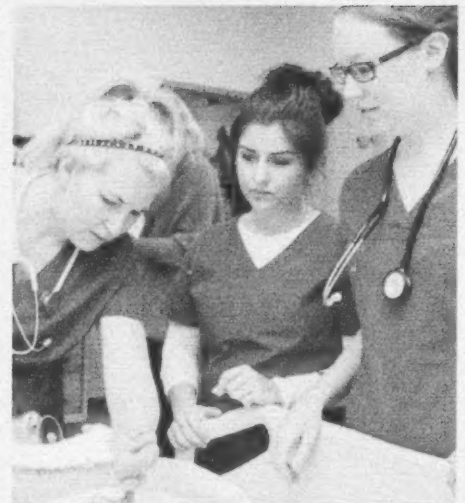


BUSINESS PLAN



2014-15

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EXECUTIVE SUMMARY

As we enter the third year of our strategic plan, Great Plains College continues to direct our daily activity to support the meeting of our ongoing mission *To focus our energy and innovation on building careers, partnerships and communities*. Our vision of economic prosperity and quality of life through education and training is reflected throughout each element of our approach to advance the goals, objectives, and key actions for the 2014-15 business plan.

As an organization we play a key role in the province's Plan for Growth by working to support the labour market and provincial economy through our programming. After establishing administrative fundamentals internally as one organization covering a large geographic area for the past several years, we are now in a position to begin the process of shifting our programming culture. This includes emphasizing teaching and learning throughout the organization, broader engagement of faculty and evolving the technology and program delivery models in the classroom. This shift will contribute to better serving learner needs in a modern college environment.

We cannot make this shift in isolation but rather must build and strengthen partnerships with the following organizations and groups:

- Fellow educational institutions to ensure a network of sharing resources and best practices
- Educational specialists such as instructional designers who can contribute to modernizing teaching and learning in the classroom including technological evolution
- Private industry to provide investment in technology and equipment for ensuring the development of skilled labour that can assist in meeting labour market needs
- Sector groups such as health regions or trade associations who have mutual interest in training skilled labour in a manner that best serves their needs
- Support agencies that can provide additional services beyond the scope of college activity for the overall health and wellness of our students

Through these partnerships and our internal efforts, Great Plains College will be able to continue offering reputable post-secondary certificates, diplomas and degrees from qualified and experienced instructional staff. Traditional offerings will also be supplemented by implementing new approaches in delivery methods such as the incorporation of blended learning components as well as incorporation of broader technology and platforms for student access and interaction in the classroom.

University programming will continue to evolve by working with post-secondary partners to allow for expanded offerings in key areas of programming. Specific focus on pathways and laddering opportunities in 2014-15 is expected to ensure the breadth of training and career options are easily accessed and seamless for learners.

We will also capitalize on our successful adult basic education, essential skills, literacy and workplace development training to ensure access for learners to post-secondary pathways or

alternatively, linkages to employment. This includes creation of a culture in this area of programming where all learners are equipped with career and learning plans that are supported by a team, each of which contributes to the prospect of learner success.

A strong oil and gas sector continues to support the bulk of our skills and safety training offerings with record enrolment numbers in 2013-14. This work will continue in 2014-15 with internal revisions to the business model to ensure competitiveness and cost effectiveness of offerings. Expansion into other areas of continuing education, such as short-term business development courses, will be explored and piloted throughout the year as well.

Changing and expanding demographics continue to expand our efforts in the area of English as a Secondary Language programming with programs spread throughout all geographic regions of the organization. Increased enrolment numbers have resulted in continued efforts to establish new program approaches, including blended learning models and movement beyond survival and conversational English programming. Ultimately, these approaches will support learners who require academic English language for further academic training.

We are also positioning ourselves to contribute to the government's International Education strategy by establishing the appropriate support structures for International students. The first step will be to become an educational institution designated to accept International students—a process expected to be concluded early in 2014-15 program year.

The core of operations at the college remains our programs but we have also invested significantly in the support units of the organization which has resulted in an improved experience for all learners and partners of the institution. The continued focus of improved services in the areas of Student Services, Registration, Development, Athletics, Alumni, Communications, Marketing and Information Technology remains fundamental in meeting the goals and targets of our strategic plan. Many specific key actions in each of these areas are outlined within this year's plan to ensure overall progress.

While great advancements have been made and are anticipated in the year ahead, Great Plains College is not without its challenges. At the forefront of difficulties remains the ability to sustain and improve infrastructure. There is great dialogue around this critical area in all sectors of society and we appreciate that there is no one solution to meet this challenge but rather a combination of efforts to best utilize the resources and investments available.

Internally, we are attempting to better plan capital maintenance and renewal for all owned facilities. We are separating these activities from renewal and major capital activities planning as the funding and approach to each of these must be separated. Our greatest challenge is the regular maintenance and renewal given the vast infrastructure and capital assets existing within the organization as well as the limited dollars provided from government funders in this area.

The establishment of a new capital fund in the provincial budget was a welcome development that will provide opportunity for renewal and major capital activities. To date, we have been more successful at keeping up on that front with two current projects occurring in 2014-15; the

renewal of Kindersley Campus and the renovation to GPC North building at Swift Current Campus.

The college is also experiencing difficulty in competing in the national post-secondary system, particularly with respect to the attraction and retention of faculty and administrative staff with direct experience in post-secondary education. As a system, we continue to see an aging workforce and our ability to thrive will be dependent on the ability to attract reputable personnel to the organization.

Overall, we are in a stable organizational position as we head into the 2014-15 program year. We believe our strategic plan remains relevant and has successfully directed progress in the past few years. We will conduct a 'refreshment' exercise of the strategic plan in the 2014-15 year which, coupled with the business plan, will support continued evolution of the college.

OPERATIONAL PLAN

ENVIRONMENTAL SCAN

Great Plains College is an institution committed to being a leader in post-secondary education and labour market development in Saskatchewan. Over the past number of years, our college has strived to become a responsive, innovative and results-oriented institution. We aim to meet the needs of learners, employers and communities of Saskatchewan.

When developing the college's operational plan for 2014-15 many internal and external environmental factors were considered.

INTERNAL ENVIRONMENTAL FACTORS

The 2014-15 year marks the third year of our three-year strategic plan which was constructed to reflect what students, staff, community, industry and the board believe are important to meet the needs of students, industry and the communities the college serves. Organizationally, we continue to be guided by the overall goals outlined in the plan, the performance measures and key actions outlined in the business plan and ultimately utilizing these global targets to populate individual areas and personnel work plans.

We continue to adjust our operational structure in a manner that allows for focus on individual activities of the college. Building on the streamlining of student services restructure in 2013-14 we have also spent considerable time on the following:

- Improving governance processes and policy including development and utilization of an internal policy council
- Strengthening registration processes through a clerical review
- Refining the business model approach to Skills and Safety training programming
- Establishment of refined Adult Basic Education intake, progress management and service offerings

This will mark the first year of the preceding being in place for a full operational year and it is anticipated that implementation will allow for stronger learner outcomes, customer and client service improvements plus stronger organizational governance.

EXTERNAL ENVIRONMENTAL FACTORS

Labour shortages continue to be a challenge for industry within our operating region, particularly in the oil and gas, trades and construction, health care, manufacturing, hospitality and retail sectors. Demand for our graduates from industry continues to be overwhelming; it often outstripping our ability to provide graduates fast enough in certain program areas.

Given the region's demographics and the continued expanded growth in many sectors this challenge will persist for some time. Thus, our identified actions and measurables as well as ongoing program and infrastructure planning, reflects the need to provide skilled labour as well as improved employment attainment of those who are currently underrepresented in the workforce (aboriginal, immigration, disabled and older workers).

GOALS, OBJECTIVES, KEY ACTIONS AND MEASURES

GOAL 1: Optimize Student Success	
OBJECTIVES	PERFORMANCE MEASURES
1. Improve student retention through increased understanding of student needs	<p>Number of graduates and completers of Institute Credit (enrolments) Target 2014-15: 380 *Baseline: 377 (90% of total average enrolments)</p> <p>Number of graduates and completers of Basic Education-ABE Credit (FLE's) Target 2014-15: 125 *Baseline: 119 (74% of total average enrolments)</p> <p>Number of graduates and completers of Industry Credit Target 2014-15: 99% of total enrolments *Baseline: 99% of total enrolments</p>
2. Enrich student life and learning experiences	<p>Student satisfaction rating Target 2014-15: 94% *Baseline (two-year average): 93.5% <i>(Source: Fast Consulting 60-90 day Follow-up Surveying)</i></p> <p><i>*Baselines are calculated on a three-year average out of Key Performance Indicators from OCSM unless otherwise stated</i></p>
Key Actions	Completion Dates
Assess the needs of prospective students through market research including public survey, focus groups, national data and staff feedback	First trimester
Assess the needs of current students through market research including focus groups, staff feedback, student associations, Sundogs athletics teams).	First trimester

Conduct gap analysis on services to determine where we are currently at and define a level of services where we would like to be	Second trimester
Bridge the gap in service through determination of actions (Programs and Institutional Planning) and create partnerships to support and expand services (Development and Programs).	Second trimester
Continue to refine approach and increase participation in Student Associations	Ongoing
Streamlined Intake and Progress Management Processes implemented for Adult Basic Education	First trimester
Establishment of refined post-secondary intake and progress management processes	2014-15
Further integration of technology across curriculum in multiple areas	2014-15

GOAL 2: Provide Program Growth Through Partnerships and Investments

OBJECTIVES	PERFORMANCE MEASURES
<p>1. Develop partnerships that connect to employability and program growth</p>	<p>Employment rate (FT or PT) from follow-up surveys (60-90 day) graduates and completers in Institute Credit Target 2014-15: 75% <i>*Baseline: 71% (Three-year baseline Source: 2012-13 Fast Consulting 60-90 Day Follow-up)</i></p> <p>Employment rate (FT or PT) from follow-up surveys (60-90 day) of all ABE students successfully contacted Target 2014-15: 65% <i>*Baseline: 59% (Three-year baseline Source: 2012-13 Fast Consulting 60-90 Day Follow-up)</i></p> <p>Continued to further training rates from follow-up surveys (60-90 day) of graduates and completers in Institute Credit Target 2014-15: 30% <i>*Baseline: 24% (Three-year baseline Source: 2012-13 Fast Consulting 60-90 Day Follow-up)</i></p> <p>Total employed or continued to further training after one year of graduation (ABE and Institute Credit) Target 2014-15: 85% Employed and 55% Further Training <i>*Baseline: 81% Employed and 49% Further Training (Three-year baseline Source: 2012-13 Fast Consulting 60-90 Day Follow-up)</i> <i>Please note: Greater than 100% as individuals can both be employed and in further training)</i></p> <p>Full-time program capacity at start of programs (Includes Skills Training University and Basic Education—ABE Credit not including on Reserve) Target 2014-15: 88% <i>*Baseline: 85%- 429/507 FT Seats (One-year baseline 2013-14)</i></p>
<p>2. Increase external investments to assist with funding of institutional operation and program capacity</p>	<p>Scholarships / Fundraising Target 2014-15 \$175,000 <i>*Baseline: \$175,000.00 (Source: Two-year actuals GPC Development)</i></p>

	<p>Total number of partnership agreements Target 2014-15: 18 *Baseline: 18 <i>(Source: Two-year actuals GPC Development)</i></p> <p>Other fundraising target including commitments and receipts Target 2014-15: \$250,000 *Baseline: \$300,000 <i>(Source: Two-year actuals GPC Development)</i></p> <p>Total number of community engagement events Target 2014-15: 20 *Baseline: 28 <i>(Source: Two-year actuals GPC Development)</i></p>
Key Actions	Completion Dates
Engage all levels of government in growth and expansion efforts	Ongoing
Establish and maintain partnerships with educational institutions resulting in increased offerings for students (CCA, OA, HEO new examples in 14-15)	Ongoing
Renovation of GPC North on Swift Current Campus to better meet Administration, Faculty and Learner Needs	2014-15
Complete renovation of Kindersley campus to enhance learning environment for students	2014-15

GOAL 3: Deliver Education and Training to Support Regional Labour Market Development	
OBJECTIVES	PERFORMANCE MEASURES
1. Deliver quality programs to meet regional needs and maximize program capacity	Industry Credit-(Number of Student Enrolments) Target 2014-15: 3,780 *Baseline: 2,916 <i>(One-year baseline source: 2012-13 Annual Report)</i>
	Institute Credit enrolment (Distinct FT and PT Enrolments) Target 2014-15: 500 students *Baseline: 487 students <i>(One-year baseline source: 2012-13 Annual Report)</i>
	Basic Education-ABE Credit enrolment (Distinct FT and PT Enrolments) Target 2014-15: 210 students *Baseline: 212 students <i>(One-year baseline source: 2012-13 Annual Report)</i>
	University enrolment (Distinct FT and PT Enrolments) Target 2014-15: 90 students *Baseline: 75 students <i>(One-year baseline source: 2012-13 Annual Report)</i>
2. Amplify awareness of program offerings through marketing and communication	Number of unique visitors to website Target 2014-15: 40,133 *Baseline: 38,222 <i>(Source: Google Analytics two-year average July 2012-April 2014)</i>
	Visit duration on website Target 2014-15: 3 minutes, 50 seconds *Baseline: 3 minutes, 33 seconds <i>(Source: Google Analytics two-year average July 2012-April 2014)</i>
	Bounce rate on website Target 2014-15: 44% *Baseline: 49% <i>(Source: Google Analytics two-year average July 2012-April 2014)</i>

	<p>Social Media: Twitter-number of interactions (mentions and retweets) Target 2014-15: 249 *Baseline (2013-14 Results): 237 <i>(Source: Twitter year to date, July 2013-April 2014)</i></p> <p>Social Media: Twitter-number of followers Target 2014-15: 376 *Baseline (2013-14 Results): 301 <i>(Source: Twitter year to date, July 2013-April 2014)</i></p> <p>Social Media: Facebook-number of engaged users Target 2014-15: 4,185 *Baseline (2013-14 Results): 3,985 <i>(Source: Facebook-Number of people who clicked anywhere in posts)</i></p> <p>Social Media: Facebook-page likes Target 2014-15: 1,345 *Baseline (2013-14 Results): 1,281 <i>(Source: Facebook)</i></p> <p>Social Media: YouTube-number of channel views Target 2014-15: 1,088 *Baseline (2013-14 Results): 1,088 <i>(Source: YouTube)</i></p>
Key Actions	Completion Dates
Establish and regularly review a three-year program plan maximizing opportunities to serve labour market needs	Second Trimester
Exploration of Skills and Safety training courses and enterprise development in the area of short course business offerings	2014-15
Identify the college needs for a CRM tool.	Ongoing

Invest in technology and create an internal culture of innovation to enhance program delivery in the college service region	Ongoing
Launch website and introduce two new social media platforms	First Trimester
Establish IT equipment and renewal plan including ongoing research and implementation of advancing technologies throughout the institution including within the classroom	Second Trimester

GOAL 4: Value Employees

OBJECTIVES	PERFORMANCE MEASURES
<p>1. Promote a collaborative, supportive, and unified work environment</p> <p>2. Encourage professional growth</p>	<p>Completion of performance management Target 2014-15: 100% Baseline (two-year): 63% <i>*Completion of work plans (including training plans) and performance reviews</i></p> <p>Participation in college-led, in-service PD Target 2014-15: 85% Baseline (two-year): 82% <i>*In-scope employees and management that attended the staff gathering in-service event.</i></p>
Key Actions	Completion Dates
Continued utilization of policy council to close gaps in policy and procedure within organization	Ongoing
Continue to organize an annual staff gathering and long-service awards event	Annually Second Trimester
Faculty Engagement Council continued	First Trimester
Strengthened Performance Management Practices	Performance Reviews-June 30 2014 Work plans-September 30 2014 Supervisory Staff Training-2014-15
Employee Onboarding Package created and implemented	2014-15

PROGRAM PLAN

Based on enrolment trends, industry and labour market demand, student demand and funding allocations, the college has prepared a program plan for 2014-15 that invests our resources in the manner that will best see labour market attachment in the provincial economy for our graduating students.

Early projections of enrolment numbers for 2014-15 institute credit programs are strong, particularly in the trades and health care areas. The slight decrease in the allocation for skills training subsidization in the provincial budget is not anticipated to change the program offerings given the stable financial position of the organization. The entire allocation will be used for the institute credit program plan outlined and an additional \$220,000 of operational funding will be utilized to subsidize the shortfall.

A strong focus within programs in the last few years has been establishing the administrative fundamentals after the creation of Great Plains College in 2008. With these now sound and in place, we have begun to shift our focus to creating an environment in which teaching and learning is at the forefront and advancing technology and innovation in the classroom is essential.

The start of this shift can be seen through a few specific initiatives including:

Office Administration

The engagement of an instructional designer will result in a new model for program delivery in Office Administration offerings at all three campus locations (Kindersley, Swift Current and Warman). This model will include elements of blended and distance components in addition to the traditional instructor-led approach.

Heavy Equipment Operator

Through a partnership with Kramer Ltd. and the tremendous support of Western Economic Diversification Canada, a six-week, Heavy Equipment Operator training program will be offered that consists of a combination of simulator, hands-on field training and classroom theory. Four brand-new, state-of-the-art CAT simulators will be housed in mobile custom-fitted trailers to ensure the college has the ability to effectively and efficiently service the industry's training requirements.

This industry-recognized training provides Powered Mobile Equipment certification on two pieces of heavy equipment.

Utilization of the simulator-based training will provide learners a more robust experience in the program, better preparing each for the workplace environment.

CAMPUS REGION ACTIVITY

Each campus region is also seeing specific areas of program growth and evolution in 2014-15. A few highlights are portrayed below.

Swift Current Campus Region

Health care offerings continue to be at the forefront of success in the Swift Current region. In 2013-14 a partnership with SIAST and University of Regina resulted in the first successful eight-seat cohort of the Bachelor of Science in Nursing (BScN) program at Swift Current Campus. Building on this momentum is a second eight-seat cohort which will begin in September 2014. Demand for the program is great with over 100 applications received to date.

The two eight-seat cohorts of BScN and two fifteen-seat cohorts of Practical Nursing on Swift Current Campus are also complemented by a robust Continuing Care Assistant partnership with Cypress Health Region. The partnership focusses on replenishing the supply of workers in the CCA field as the aging demographic has resulted in a shortfall of workers. The part-time program offers participants accreditation over a 15-month period. To date, over 25 learners have participated with another 35 slated to begin with new course offerings this fall.

Kindersley Campus Region

Within the Kindersley region we continue to see growth in oil and gas activity which has resulted in increased demand for graduates of trades and skills and safety training programming. As a result this region continues to focus on these offerings with skills and safety courses being expanded on a consistent basis and exploration of other longer term trade offerings such as Third Class Power Engineering. Given the local economic growth as well as population explosion we are committed as an institution to the development of a robust program strategy and subsequent facility development in Kindersley.

Warman Campus Region

Continued emphasis on the development of multi-year program plan will be the 2014-15 focus of Warman Campus. Significant legwork has been completed to date under the leadership of the Region Manager and it is anticipated that the completed plan will emerge in the upcoming year.

The continued investment by the provincial government into Early Childhood Education (ECE) which aligns with their Saskatchewan Plan for Growth in terms of daycare spaces, will significantly impact Warman Campus, with both a day and evening program being offered. Uptake for this program in the region has been significant in 2013-14 and early enrolment projections are encouraging for 2014-15.

A new cohort of the MBA program in Community Economic Development in partnership with Cape Breton University started January 2014. This program continues to serve employed learners in a weekend cohort format and provides graduates with leadership qualities that serve many facets and sectors of the provincial economy.

It is expected that we will continue to see increased demand for programs and skilled workers in the provincial economy that will outstrip the resources available for training offerings in future years. Focus for future program plan development will involve continued investment in industry sector analysis, utilization of regional development councils and internal review of current offerings. We expect that this will lead the institution to advocate for continued growth in program funding.

A key activity for the institution in 2014-15 is the establishment of a three year program plan for each campus region.

INSTITUTE CREDIT PROGRAM PLAN 2014-15

KINDERSLEY CAMPUS REGION

Program & Location	Targeted Enrolment	Type
Office Administration <i>Kindersley</i>	12	Full-Time Existing
Office Administration <i>Kindersley</i>	10	Part-Time Existing
Early Childhood Education <i>Kindersley</i>	6	Part-Time Existing
Power Engineering Fourth Class <i>Kindersley</i>	12	Full-Time Existing
Welding <i>Rosetown</i>	12	Full-Time Existing
Early Childhood Education <i>Rosetown</i>	6	Part-Time *NEW*
Continuing Care Assistant <i>Kindersley</i>	12	Part-Time *NEW*
Distance (SIAST and University) <i>Kindersley</i>	Varies	Part-Time Existing

SWIFT CURRENT CAMPUS REGION

Program & Location	Targeted Enrolment	Type
Business Certificate <i>Swift Current</i>	15	Full-Time Existing
Office Administration <i>Swift Current</i>	15	Full-Time Existing
Office Administration <i>Swift Current</i>	20	Part-Time Existing
Continuing Care Assistant <i>Swift Current</i> (Cohort 1)	12	Part-Time Existing
Continuing Care Assistant <i>Swift Current</i> (Cohort 2)	12	Full-Time Existing
Practical Nursing (Cohort 1) <i>Swift Current</i>	14	Full-Time Existing
Practical Nursing (Cohort 2) <i>Swift Current</i>	14	Full-Time Existing
Saskatchewan Collaborative Bachelor of Science in Nursing <i>Swift Current</i> (Cohort 1)	8	Full-Time Existing
Saskatchewan Collaborative Bachelor of Science in Nursing <i>Swift Current</i> (Cohort 2-New Intake)	8	Full-Time *NEW*
Early Childhood Education <i>Swift Current</i>	6	Part-Time Existing
Electrician - FALL <i>Swift Current</i>	12	Full-Time Existing
Electrician - WINTER <i>Swift Current</i>	12	Full-Time Existing
Power Engineering Fourth Class <i>Swift Current</i>	12	Full-Time Existing
Power Engineering Third Class <i>Swift Current</i>	15	Full-Time Existing
Welding <i>Swift Current</i>	12	Full-Time Existing
University <i>Swift Current</i>	Varies	Part-Time and Full-Time Existing and *NEW*
Distance (SIASST and University) <i>Swift Current</i>	Varies	Part-Time Existing

WARMAN CAMPUS REGION

Program & Location	Targeted Enrolment	Type
Office Administration <i>Warman</i>	12	Full-Time Existing
Office Administration <i>Warman</i>	20	Part-Time Existing
Early Childhood Education <i>Whitecap Dakota First Nation</i>	6	Part-Time Existing
Early Childhood Education <i>Warman</i>	6	Full-Time Existing
Educational Assistant <i>Warman</i>	15	Full-Time Existing
Youth Care Worker <i>Warman</i>	15	Full-Time Existing
Continuing Care Assistant <i>Biggar</i>	12	Part-Time Existing
Practical Nursing <i>Biggar</i>	14	Full-Time Existing
Electrician <i>Biggar</i>	10	Full-Time Existing
Boom Truck, Crane and Hoist Operator Pre-Employment Program <i>Warman</i>	12	Full-Time Existing
Rig Technician (Level 1, 2, and 3) <i>Warman</i>	20 in each level	Full-Time Existing
MBA in CED <i>Warman</i>	24	Part-Time Existing
Distance (SIAST and University) <i>Warman</i>	Varies	Full-Time Existing

SKILLS TRAINING PROGRAM MANAGEMENT

Many of the Institute Credit programs will require skills training funding allocations (STA). Each of the programs are offered in an effort to meet the labour market demand as well as student demand in the Great Plains College service region. Below is the Skill Training Program Management form (STA-03) which illustrates the use of our STA allocation in 2014-15. Great Plains College STA allocation in 2014-15 is \$1,710,902 and therefore operational funds will cover the subsidy shortfall for our program plan in the amount of \$240,550.

Program Name	Location	Start Date	End Date	Course Capacity	Expenses Covered by STA Sources	Expenses Covered by non-STA Sources	Total Course Cost
Business Certificate	Swift Current	02-Sep-14	30-Apr-15	24	87,329	45,508	132,837
Educational Assistant	Warman	01-Sep-14	24-Apr-15	15	55,596	52,875	108,471
Electrician	Biggar	20-Oct-14	24-Mar-15	10	100,630	26,730	127,360
Electrician	Swift Current	02-Sep-14	30-Jan-15	12	93,535	29,396	122,931
Electrician	Swift Current	09-Feb-15	26-Jun-15	12	89,240	29,396	118,636
Fourth Class Power Engineering	Swift Current	02-Sep-14	22-May-15	12	145,363	62,616	207,979
Fourth Class Power Engineering	Kindersley	08-Sep-14	09-May-15	24	130,353	121,248	251,601
Office Administration	Swift Current	01-Sep-14	22-May-15	20	83,765	55,111	138,876
Office Administration	Kindersley	01-Sep-14	22-May-15	15	116,261	45,000	161,261
Office Administration	Warman	01-Sep-14	22-May-15	15	49,952	51,600	101,552
Practical Nursing Yr 1	Swift Current	01-Oct-14	30-Jun-15	14	148,169	54,924	203,093
Practical Nursing Yr 2	Swift Current	30-Sep-13	27-Jun-14	14	182,352	53,849	236,201
Practical Nursing Semester 4	Biggar	02-Sep-14	28-Nov-14	14	52,746	26,190	78,936
Practical Nursing Semester 1	Biggar	09-Feb-15	19-Jun-15	14	79,238	26,190	105,428
Third Class Power Engineering	Swift Current	11-Aug-14	19-Jan-15	15	103,880	53,568	157,448
Welding	Swift Current	02-Sep-14	08-May-15	12	170,695	40,897	211,592
Welding	Rosetown	06-Oct-14	18-Jun-15	12	159,965	54,528	214,493
Youth Care Worker	Warman	01-Sep-14	24-Apr-15	24	28,161	108,450	136,611
Part-time Programming	Various	Various	Various	N/A	74,222	N/A	N/A
TOTAL Subsidy Required					\$1,951,412		
2014-15 STA Allocation					\$1,710,902		
Amount subsidized from operations					\$240,550*		

*\$21,000 of the shortfall will be covered by Practical Nursing Fees with remainder coming from operations.

ADULT BASIC EDUCATION

An increase in the funding allocation received provincially, along with continued support from school division agreements and internal consistencies built into the area of programming, have allowed for all traditional Adult Basic Education programming to move forward with some additional initiatives being launched in 2014-15.

Administratively, Adult Basic Education (ABE) oversight has been streamlined with two program coordinators responsible for all programs in this area including literacy programming and essential skill development. Combined with the streamlined student services unit, a refined approach to ABE services has emerged.

We are approaching each learner and program through the lens of building a 'team' where each individual has a clear and significant role to play while collaboration is necessary to result in student success. An ABE intake manual has been developed which focuses on the development of a career and learning plan for each individual that is finalized the first week of the program and clearly identifies the individual roles each will play to reach the ultimate targets of the plan, including the student.

The program area is also experiencing significant personnel changes including the retirement of several long term faculty members in the near future. While challenging, we are trying to approach in a systematic fashion, creating greater opportunities for collaboration amongst faculty, including better abilities to share resources and mentorship.

NEW ABE INITIATIVES

WARMAN

An additional 15 seats for Adult Basic Education training at our Warman Campus will take place with the separation of an Adult 12 and GED program classroom. It is anticipated this change will result in improved student success with an ability to focus on specific academic areas within each classroom while serving more of the growing demand for service in the region.

WHITECAP/MAPLE CREEK

The 2013-14 program year has seen great learner success for First Nations students at the on-reserve ABE program at Whitecap as well as the Maple Creek ABE program and Essential Skills for the Workplace program. Continued support from the provincial budget for on-reserve programming, adult basic education program and confirmed funding for one year for ESWP programming will allow for continued momentum in this program area.

In order to meet not only the academic needs of the clientele but also better prepare learners for attaining and retaining employment, an additional transition to employment program component will be piloted on Fridays within both the Whitecap and Maple Creek programs. Learners will have the opportunity to participate in formal job placements, participate in skills and safety training relevant to their career plans, attend essential skills workshops, build career portfolios and take part in driver training. All of these elements will be supported and coordinated by a formal job coach, an additional component to the team providing learner supports.

ESSENTIAL SKILLS, OLDER WORKER, LITERACY

A 15-seat Essential Skills for the Workplace (ESWP) program has been secured for 2014-15 at the Maple Creek Program Centre which will address L1 and L2 learners in this region.

We continue to address other client groups through supplementary programming on a proposal basis. Anticipated proposals in the upcoming year resulting in program activity include job and employment readiness, literacy activity and meeting the needs of Older Workers looking to re-train or re-enter the workplace.

2013-14 ABE Enrolments As of March 15, 2014

Great Plains College	Registered	Graduated	Completed	Withdrawn
Adult 12	47ft + 17pt	1pt	10ft + 9pt	23ft + 10pt
Adult 10	2ft + 4pt	2ft + 1pt	1pt	3ft
GED	17ft + 12pt		5ft + 3pt	11ft + 2pt
ESWP	8ft + 1pt			3ft
TOTAL	74 ft + 34 pt	2 ft + 2 pt	15 ft+ 13 pt	40 ft + 12 pt

GLOBAL 2013-14

YEAR SUMMARY

As of March 15, 2014

**192 total
registrants**

**131 full-time
learners**

**61 part-time
learners**

	2013-14		2014-15		
Program	Capacity	Gross Cost	Capacity	Type	Gross Cost
Biggar	15	\$113,142	15	Existing	\$115,162
Kindersley	15	\$101,252	15	Existing	\$106,484
Maple Creek Core	15	\$109,775	15	Existing	\$111,540
Maple Creek ESWP	15	\$92,434	15	Year 2 of 2	\$92,434
Swift Current	45	\$413,563	53 (GED for Employment)	Existing	\$409,912
Warman Adult 12	15	\$116,264	15	Existing	\$117,029
Warman GED	N/A	N/A	15	*NEW*	N/A
Whitecap	15	\$138,325	15	Existing	\$133,507
TOTALS*	135	\$1,089,755	158		\$1,091,067

*Total includes Sunwest Online Courses Agreement

SERVING NEWCOMERS AND INTERNATIONAL STUDENTS

INTERNATIONAL DESIGNATION

Great Plains College is positioning itself organizationally to contribute to the goal within Saskatchewan's Plan for Growth to increase the number of International students studying in Saskatchewan by 50 per cent by the year 2020. This process will be started by the successful attainment of our International Student Program Designation which will ensure we are recognized both provincially and nationally as an institution eligible to support and serve International students. It is expected that this designation will be achieved by September 2014.

In order to adequately serve International students we have limited our intakes of International students within eligible programs for 2015-16 to Swift Current Campus. This will allow us organizationally to ensure we have adequate structural capacity and supports available to clientele from our largest centre prior to rolling out intake to other locations in the future.

Finally we are in consultation with fellow post-secondary institutions as well as partner organizations in order to establish best practices for our program development. A focussed group of internal personnel have a robust action plan for 2014-15 that will ensure all fundamentals are in place organizationally to serve the clientele in a successful manner.

ENGLISH AS A SECOND LANGUAGE (ESL Programming)

Co-funded agreements with Citizenship and Immigration Canada as well as the provincial Ministry of the Economy have resulted in our continued commitment to newcomers through English as a Second Language programming with an investment of over \$400,000 in the program area anticipated in the 2014-15 program year.

The streamlined approach implemented internally in 2013-14 has resulted in significant enrolment growth with over 270 learners served to date in 2013-14 (up from just over 200 in 2012-13). It is anticipated enrolments will continue to climb in 2014-15.

Additional services have also been added with formal intake assessment of learners being provided by the college instead of being acquired externally. Four faculty members have been trained to provide this service which is of great benefit to the learners as well as for building internal faculty capacity.

The 2014-15 program year will also see the introduction of Portfolio Based Learner Assessments for all ESL programs at Great Plains College. This component of the program will ensure all learners leave with a vast portfolio that can be utilized in their personal and professional lives as well as provide consistent exit assessment levels to all learners.

INDUSTRY CREDIT

Industry Credit and Non-Credit training at Great Plains College provides primarily short-term safety and skills certification courses to industry—mainly oil and gas, construction, mining, and alternative energy.

The Skills and Safety training (SST) program growth is anticipated as new program initiatives are being explored in both industry credit and non-credit areas that go beyond traditional safety training offerings. This includes the exploration of short term business courses as well other continuing education offerings. In addition, refinement of the business model for approaching this area of programming is slated for 2014-15.

Industry Credit	2013-14 Year End Projection Gross Cost	2014-15 Planned Gross Cost
Kindersley Campus Region	\$250,720	\$223,834
Swift Current Campus Region	\$293,502	\$272,988
Warman Campus Region	\$31,408	\$27,120
Total	\$575,630	\$523,942

Industry Non- Credit	2013-14 Year End Projection Gross Cost	2014-15 Planned Gross Cost
Kindersley Campus Region	\$380	\$2,206
Swift Current Campus Region	\$4,586	\$6,727
Warman Campus Region	\$2,518	\$3,955
Ed2Go (All Locations)	\$6,200	\$6,200
Total	\$13,684	\$19,088

HUMAN RESOURCES

STAFFING LEVELS

Staffing levels in 2014-15 will be very similar to that in 2013-14 for both administration and instructional positions. Adjustments have been made in both employee groups; however the net result will be relatively the same.

Adjustments planned for 2014-15 include:

- ABE Instructor hiring required for three programs to backfill planned vacancies
- Educational Assistant retirement in Biggar; backfill planned for this vacancy
- 0.4 FTE Student Advisor at the Biggar Program Centre
- 1.0 FTE Director of Finance and Administration to be hired in May 2015 (currently a vacant position)
- TPHD the existing Recruitment Coordinator to supervise the Recruitment Assistant
- Summer student to manage the Student Files project
- Increase SunDogs Athletics & Recreation Coordinator position by 0.2 FTE for the 2014-15 year as a pilot

2014-15 Projections

	In-Scope Admin and Out-of-Scope Management	Out-of-Scope Admin.	In-scope Instructors & EA's	Out-of-scope Instructors	Total
FTE	59.75	0.67	26.99	5.48	92.89
Employee Count	77	7	52	53	189

2013-14 Actuals

	In-Scope Admin and Out-of-Scope Management	Out-of-Scope Admin.	In-scope Instructors & EA's	Out-of-scope Instructors	Total
FTE	58.89	1.73	27.59	5.22	93.43
Employee Count	78	10	50	58	196

HUMAN RESOURCES FOCUS

Human Resources plans to enhance Professional Development In-Service initiatives throughout Great Plains College in 2014-15. In addition to this, the orientation and onboarding program will be implemented. In conjunction with programs, research will begin to develop an instructional program to train and enhance the teaching skills of our instructors.

Great Plains College continues to recruit excellent instructors. Recruitment has been difficult in the trades areas, specifically Power Engineering and Electrician. We had a number of nursing instructors retire in 2013-14 so we are planning on a challenging recruitment process to backfill in this area of expertise as well.

Human Resources will work with Payroll to review inter-related processes within the HRIS system. In addition, we will be enhancing our Performance Management guidelines and training related to the implementation of such.

STAFF ORGANIZATIONS

The college staff working north of the South Saskatchewan River is unionized and staff in Swift Current and south of the South Saskatchewan River is non-unionized but negotiates through a staff association. All indications are that these arrangements will not be altered in the immediate future. Both agreements were renegotiated in 2013 with the new agreements in effect until August 31, 2016.

Currently, all employees share a common job classification plan, compensation system, and fairly similar non-monetary benefits. The college continues to communicate and build positive relationships with the local union, staff association committees and employee groups.

INFORMATION TECHNOLOGY

BASE INFRASTRUCTURE

In 2008 after Great Plains College was born out of a merge between Cypress Hills Regional College and Prairie West Regional College, IT saw some very major changes to software and equipment needs in order to standardize services across the new college and to meet program demands and technology changes required to better teach and prepare our students for the future. Great Plains is now a fully-standardized Microsoft environment for all students and staff. As it has now been more than five years since the implementation of the Microsoft environment, the current IT equipment inventory is starting to become obsolete. Plans are in progress to start to replace this equipment in a systematic manner over the next few years as the college plans to move to a new version of Windows in 2015-16 and take advantage of continual upgrades to Microsoft Office Suite of applications.

In 2012 the college implemented Microsoft Dynamics GP Accounting and HR Software using Terminal Services to allow access from all locations. In January of 2014 the college upgraded to version GP2013.

In Fall 2013, we completed the installation of a wireless network access at all locations.

The college continues to require Cnet upgrades and a request has been submitted to increase bandwidth at Kindersley, Rosetown, Biggar and Maple Creek. Technology use in classrooms, along with program and student enrolment increases, has taken full advantage of the bandwidth we were able to secure in 2010 at all campuses and the increase in bandwidth we saw in Swift Current in 2013.

Staff continues to become more mobile in their jobs as the college serves a large land base of locations, and mobile technology such as smartphones, laptops and tablets continues to advance at a fast pace. Research and training in this area is ongoing and will continue to be an area of demand on the IT department.

WEBSITE

Great Plains College website launches in May 2014 and is expected to drive further online traffic to the college in a streamlined, modernized fashion.

The current site will be moved from 'Web 1.0' (one way communications) to 'Web 2.0' (integration of social media and two-way communications and a mobile site).

Our major internet objective is to continue to use the website as a primary marketing tool and build brand identity, awareness, and interest in the organization and the programs, courses and services it provides. Ultimately, the website will be used to increase enrolments at the college. It will also be used to inform current students, employees, donors and other educational institutions.

SOCIAL MEDIA

Social media platforms are extremely fluid in both function and popularity. As a result, we will continually monitor frequently used platforms and adjust our efforts and interactions according to popularity and effect.

Two platforms which warrant addition to the communications marketing plan are Instagram and LinkedIn. Instagram will be used to connect to followers throughout pictures. Instagram posts are predominantly meant to be spontaneous with users sharing pictures and stories as they happen.

LinkedIn is a business-oriented social networking service which is used primarily for professional networking. Connections through LinkedIn would primarily be with alumni and businesses, industry and professional partners.

SOFTWARE

FAME

Facilities continue to work on creating a process for scheduling capital maintenance and renewal for all owned facilities. The resulting schedule will be a straightforward approach to managing facility investments with a view to maintaining a suitable environment for student achievement.

Contributing to this effort will be the introduction of FAME Asset Management Software in 2014-15. The software has a strong reputation and is found within many educational systems to effectively manage capital maintenance and renewal tracking.

CRM

Student Services, Development and Registration continue to have increased needs with respect to capturing and interacting during the life cycle of a student, starting from the point of initial inquiry through to student and graduation into alumni and donor.

As the current OCSM student information system does not entirely fulfill the needs of an effective student information system or fulfill the demands of current student needs, research is

beginning in the area of CRM (Customer Relations Management) application that will integrate with our current Microsoft systems. In 2014-15 there will be a focus on identifying that items should be captured within a CRM.

PROGRAMS AND EDUCATIONAL TECHNOLOGY

Smart Board technology is becoming more progressive as instructors become more advanced in technologies and are starting to place higher demands on IT resources. This is an area of growth that will need some research and planning in order to continue to meet the demands of both technology and resources in the future.

SECURITY AND PRIVACY

A large focus for IT is maintaining efficiency and reliability without compromising security and privacy. IT also will continue to provide assistance and training documents to employees as well as more in-depth training sessions as required.

Risk-moderate: The IT department requires significant resources to meet the demands of today's educational systems. Students and staff have high expectations and demands in this area while training and professional development in this area is cumbersome and daunting in some areas. This will continue to be an area where significant resources will be needed in order to maintain our current services levels and to be able to grow with the future and be ready to serve future student expectations.

FINANCIALS

FINANCIAL PLAN

Year-end estimates June 2014

The budgeted deficit of \$804,579 has been replaced by a projected deficit of \$271,553. The decrease in deficit is a result of a combination of events and funding that were not known at the time of budget. The most significant portion of this change will occur due to support we are receiving from Western Economic Diversification (\$230,000) and Kramer Ltd. (\$308,567) for the Heavy Equipment Operator Simulator project. Other contributing factors include greater than anticipated School Division revenues and various other small operating expense and revenue variations to original budget.

Some initiatives of significance that were accomplished or newly undertaken for 2013-14 include:

- Repairs to HVAC system and renovations at Kindersley campus
- Paving and exterior upgrade at Rosetown Welding Shop
- Heavy Equipment Operator simulator project and partnership
- Office Administration development including blended and distance learning offerings
- Implementation plan for partnership with Sun West School Division for Power Engineering training
- Creation of a new Great Plains College website
- Continued scholarship fund-raising to maximize the Saskatchewan Opportunity Scholarship and to also continue to award significant scholarships each year and contributing to student success
- Implementation of FAME, Asset Management software application
- Implementation of plan to move student files to electronic format
- Welding equipment improvements at both Swift Current and Rosetown locations
- On-going furniture and equipment upgrades at various locations including IT equipment renewal

Budget 2014-15

Projected Business Plan Financial Statements and Key Assumptions

The college is anticipating a deficit of \$1,425,742, of this amount, \$179,742 of the deficit can be contributed to operations.

The budget prepared for FY2015 was prepared with the 2012-15 Strategic Plan in mind as we continue to build on the concepts introduced in this plan. The following assumptions have been incorporated in the budget estimates for 2014-15:

- All increases to provincial funding revenue have been included from the provincial budget announcement. In addition, all other revenue sources, known and potential have been calculated and included based on mid to high expectations.

- Salaries are based on the grids in affect for the years 2012-16 and staffing levels for both administrative and instructional staff are expected to remain consistent with the levels of 2013-2014.
- The 2014-15 budget estimates for non-salary operating expenses are based on submitted program plans and business plans for support and administrative services. Calculations of budget estimates for non-salary operating expenses were based on projected plans, historical expenditures and inflationary expectations. All expenditure estimates have been reasonably calculated.
- The programming plan for Skills Training will require approximately \$220,000 in operating dollars.
- Ongoing replacement and repair of minor equipment and facilities will utilize the \$20,000 Preventative Maintenance and Renewal funding.
- Ongoing replacement and improvements in IT equipment and software are required.
- Strategic plan renewal will commence (the current plan expires in 2015).
- Renovations for Great Plains College North building will begin in New Year.
- Continued planning for program enrolment growth.

Risk-low to moderate: The process used this year in the development of the financial estimates saw direct input from all areas of the college in the compilation of this year's budget estimates, which provided added security in the accuracy of the budget estimates. Current accumulated surplus levels should ensure the monetary resources required; however, human resources, especially at the directorship level, continues to see vacancies and may jeopardize our ability to complete projects as planned.

SURPLUS UTILIZATION

Internally restricted reserves are reviewed as part of the annual Business Plan process. The college will finance FY2015 anticipated deficit with current reserve dollars. The current reserve balances will allow the college to continue to plan for future growth in programing and assist with building upgrades in the New Year. Funding for increased program and service initiatives are always a first priority and we continue to build reserves as best we can, to allow future program development and enrolment growth.

Risk-low to moderate: Current and anticipated future expenditures are projected to continue to rise and current reserve balances will help to ensure we can operate at current delivery levels and provide some assistance in funding the college initiatives in the immediate future. However, as costs continue to rise, additional funding will be required in order to maintain current service levels or the college will be forced to determine ways in which to balance the budget and may require some reduced services in future years.

APPENDIX

- Projected Statement of Financial Position
- Projected Statement of Operations and Accumulated Surplus (Deficit)
- Projected Statement of Changes in Net Financial Assets (Net Debt)
- Projected Statement of Cash Flows
- Projected Schedule of Revenue and Expenses by Function
- Projected Schedule of Revenues by Function
- Projected Schedule of Expenses by Function
- Projected Schedule of General Expenses by Functional Area
- Projected Schedule of Ministry of Advanced Education/Ministry of Economy Funding
- Projected Schedule of Changes in Accumulated Surplus from Operations

Great Plains College
Projected Statement of Financial Position
as at June 30, 2015

	2013 Actual	2014 Revised	2015 Projected
Financial Assets			
Cash and cash equivalents	\$ 1,424,030	\$ 2,538,183	\$ 2,406,841
Accounts receivable	1,531,159	500,000	350,000
Inventories for resale	75,990	75,000	75,000
Total Financial Assets	<u>3,031,178</u>	<u>3,113,183</u>	<u>2,831,841</u>
Liabilities			
Accrued salaries and benefits	501,618	500,000	500,000
Accounts payable and accrued liabilities	356,674	275,000	275,000
Deferred revenue	40,198	40,000	40,000
Liability for employee future benefits	183,400	193,900	204,800
Total Financial Assets	<u>1,081,891</u>	<u>1,008,900</u>	<u>1,019,800</u>
Net Financial Assets (Net Debt)	<u>1,949,288</u>	<u>2,104,283</u>	<u>1,812,041</u>
Non-Financial Assets			
Tangible capital assets	15,210,981	14,798,381	13,678,381
Prepaid expenses	60,948	47,000	33,500
Total Non-Financial Assets	<u>15,271,930</u>	<u>14,845,381</u>	<u>13,711,881</u>
Accumulated Surplus	<u>\$ 17,221,217</u>	<u>\$ 16,949,664</u>	<u>\$ 15,523,922</u>

Statement 2

Great Plains College
Projected Statement of Operations and Accumulated Surplus (Deficit)
for the year ended June 30, 2015

	<u>2013 Actual</u>	<u>2014 Revised</u>	<u>2015 Projected</u>
Revenues (Schedule 2)			
Provincial government			
Grants	\$ 8,907,634	\$ 8,176,674	\$ 8,165,012
Other	167,234	170,042	142,178
Federal government			
Grants	192,703	487,116	260,261
Other revenue			
Contracts	498,430	463,700	290,960
Interest	25,781	17,000	17,000
Rents	68,552	65,500	65,500
Resale items	11,494	3,000	3,000
Tuition	1,836,216	2,178,329	2,241,647
Donations	258,440	154,000	154,000
Other	320,252	594,062	235,502
Total revenues	<u>12,286,736</u>	<u>12,309,423</u>	<u>11,575,060</u>
Expenses (Schedule 3)			
General	7,026,283	7,250,191	7,452,828
Skills training	2,709,165	2,903,673	2,884,541
Basic education	1,367,056	1,186,728	1,165,969
University	154,872	156,312	184,622
Services	532,689	626,267	766,188
Scholarships	303,945	237,500	252,000
Development	273,114	220,305	294,654
Total expenses	<u>12,367,124</u>	<u>12,580,976</u>	<u>13,000,802</u>
Surplus (Deficit) for the Year from Operations	<u>(80,388)</u>	<u>(271,553)</u>	<u>(1,425,742)</u>
Accumulated Surplus (Deficit), Beginning of Year	<u>17,301,605</u>	<u>17,221,217</u>	<u>16,949,664</u>
Accumulated Surplus (Deficit), End of Year	<u><u>\$ 17,221,217</u></u>	<u><u>\$ 16,949,664</u></u>	<u><u>\$ 15,523,922</u></u>

Statement 3

Great Plains College
 Projected Statement of Changes in Net Financial Assets (Net Debt)
 as at June 30, 2015

	<u>2013 Actual</u>	<u>2014 Revised</u>	<u>2015 Projected</u>
Net Financial Assets (Net Debt), Beginning of Year	\$ 764,344	\$ 1,949,288	\$ 2,104,283
Surplus (Deficit) for the Year from Operations	(80,388)	(271,553)	(1,425,742)
Acquisition of tangible capital assets	(97,914)	(977,400)	(170,000)
Amortization of tangible capital assets	1,305,426	1,390,000	1,290,000
Use of prepaid expenses	<u>57,820</u>	<u>13,948</u>	<u>13,500</u>
Change in Net Financial Assets (Net Debt)	<u>1,184,944</u>	<u>154,995</u>	<u>(292,242)</u>
Net Financial Assets (Net Debt), End of Year	<u>\$ 1,949,288</u>	<u>\$ 2,104,283</u>	<u>\$ 1,812,041</u>

Statement 4

Great Plains College
Projected Statement of Cash Flows
for the year ended June 30, 2015

	2013 Actual	2014 Revised	2015 Projected
Operating Activities			
Surplus (deficit) for the year from operations	\$ (80,388)	\$ (271,553)	\$ (1,425,742)
Non-cash items included in surplus (deficit)			
Amortization of tangible capital assets	1,305,426	1,390,000	1,290,000
Changes in non-cash working capital			
Decrease (increase) in accounts receivable	(812,513)	1,031,159	150,000
Decrease (increase) in inventories for resale	(19,769)	990	-
Increase (decrease) in accrued salaries and benefits	105,261	(1,618)	-
Increase (decrease) in accounts payable and accrued liabilities	78,010	(81,674)	-
Increase (decrease) in deferred revenue	(13,544)	(198)	-
Increase (decrease) in employee future benefits	9,100	10,500	10,900
Decrease (increase) in prepaid expenses	57,820	13,948	13,500
Cash Provided (Used) by Operating Activities	<u>629,403</u>	<u>2,091,553</u>	<u>38,658</u>
Capital Activities			
Cash used to acquire tangible capital assets	(97,914)	(977,400)	(170,000)
Cash Provided (Used) by Capital Activities	<u>(97,914)</u>	<u>(977,400)</u>	<u>(170,000)</u>
 Increase (Decrease) in Cash and Cash equivalents	 531,489	 1,114,153	 (131,342)
Cash and Cash Equivalents, Beginning of Year	<u>892,541</u>	<u>1,424,030</u>	<u>2,538,183</u>
Cash and Cash Equivalents, End of Year	<u><u>\$ 1,424,030</u></u>	<u><u>\$ 2,538,183</u></u>	<u><u>\$ 2,406,841</u></u>

GREAT PLAINS COLLEGE
Projected Schedule of Revenue and Expenses by Function
for the year ended June 30, 2015

Schedule 1

	2015 Projected									2015	2014	2014	
	General	Skills Training		Basic Education		Services		University	Scholarships	Development	Projected	Budget	Estimated
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit					
REVENUES													
Provincial Government													
Operating grant	\$5,027,000										\$5,027,000	\$4,953,042	\$4,953,042
Program payments		1,798,295		601,077	551,640	50,000					3,001,012	3,051,278	3,090,633
Other	20,000								117,000		137,000	383,000	133,000
	5,047,000	1,798,295		601,077	551,640	50,000			117,000		8,165,012	8,387,320	8,176,675
Other Provincial	6,000			100,000	36,178						142,178	139,378	170,042
	5,053,000	1,798,295		701,077	587,818	50,000			117,000		8,307,190	8,526,698	8,346,717
Federal Government					260,261						260,261	176,132	487,116
Other Revenue													
Contracts		134,060	5,800	150,000		1,100					290,960	419,918	463,700
Interest	12,000								5,000		17,000	12,000	17,000
Rents	65,500										65,500	34,800	65,500
Resale Items	3,000										3,000	3,000	3,000
Tuitions		1,891,698	129,515					220,434			2,241,647	2,114,602	2,178,329
Other	111,250	40,152			500	30,600		53,000	154,000		389,502	619,568	748,062
	191,750	2,065,910	135,315	150,000	500	31,700		273,434	159,000		3,007,609	3,203,888	3,475,591
Total revenues	5,244,750	3,864,205	135,315	851,077	848,579	81,700		273,434	276,000		11,575,060	11,906,718	12,309,423
EXPENSES													
Agency Contracts	18,715	1,158,717	7,460	5,000	60,965	4,500		159,048			1,414,405	1,422,127	1,428,373
Amortization	1,290,000										1,290,000	1,242,000	1,390,000
Equipment	187,650	6,000	54,000		8,100						255,750	287,300	245,000
Facilities	483,870	11,651			10,800			3,348			509,669	484,667	508,496
Information Technology	175,500										175,500	161,500	157,021
Operating	1,249,107	123,119	14,450	23,000	86,989	650	7,900	15,940	252,000	34,450	1,807,605	1,917,129	1,713,300
Personal Services	4,047,986	1,469,007	40,137	538,325	432,790	333,533	419,605	6,286		260,204	7,547,873	7,186,574	7,138,787
Total Expenses	7,452,828	2,768,494	116,047	566,325	599,644	338,683	427,505	184,622	252,000	294,654	13,000,802	12,711,297	12,580,977
Excess (deficiency) of revenues over expenses	(2,208,078)	1,095,711	19,268	284,752	248,935	(256,983)	(427,505)	88,812	24,000	(294,654)	(1,425,742)	(804,579)	(271,554)

GREAT PLAINS COLLEGE
Projected Schedule of Revenues by Function
for the year ended June 30, 2015

Schedule 2

	2015 Projected								2015	2014	2014
	General	Skills Training		Basic Education		Services		University	Scholarships	Development	
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit			Projected Budget Estimated
Provincial Government											
Advanced Education/Economy											
Operating grant	\$5,027,000										\$5,027,000 \$4,953,042 \$4,953,042
Program grants		1,798,295		601,077	551,640	50,000					3,001,012 3,051,278 3,090,633
Capital grants	20,000										20,000 266,000 16,000
	5,047,000	1,798,295		601,077	551,640	50,000					8,048,012 8,270,320 8,059,675
Other									117,000		117,000 117,000 117,000
	5,047,000	1,798,295		601,077	551,640	50,000			117,000		8,165,012 8,387,320 8,176,675
Other Provincial	6,000			100,000	36,178						142,178 139,378 170,042
Total Provincial	5,053,000	1,798,295		701,077	587,818	50,000			117,000		8,307,190 8,526,698 8,346,717
Federal Government											
Program grants					260,261						260,261 176,132 487,116
Total Federal					260,261						260,261 176,132 487,116
Other Revenue											
Contracts		134,060	5,800	150,000		1,100					290,960 419,918 463,700
Interest	12,000										17,000 12,000 17,000
Rents	65,500								5,000		65,500 34,800 65,500
Resale Items	3,000										3,000 3,000 3,000
Tuitions		1,891,698	129,515					220,434			2,241,647 2,114,602 2,178,329
Donations									154,000		154,000 160,000 154,000
Other	111,250	40,152			500	30,600		53,000			235,502 459,568 594,062
Total Other	191,750	2,065,910	135,315	150,000	500	31,700		273,434	159,000		3,007,609 3,203,888 3,475,591
Total revenues	5,244,750	3,864,205	135,315	851,077	848,579	81,700		273,434	276,000		11,575,060 11,906,718 12,309,423

GREAT PLAINS COLLEGE
Projected Schedule of Expenses by Function
for the year ended June 30, 2015

Schedule 3

	2015 Projected										2015	2014	2014
	General	Skills Training		Basic Education		Services		University	Scholarships	Development	Projected	Budget	Estimated
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit					
Agency													
Agency Contracts	\$12,715	\$876,917	\$6,200	\$5,000	\$56,465	\$4,500		\$159,048			\$1,120,845	\$1,054,813	\$1,125,380
Contract Instructors	6,000	281,800	1,260		4,500						293,560	367,314	302,993
Total Agency	18,715	1,158,717	7,460	5,000	60,965	4,500		159,048			1,414,405	1,422,127	1,428,373
Amortization	1,290,000										1,290,000	1,242,000	1,390,000
Equipment													
Non-Capital Equip	30,500	6,000			8,100						44,600	40,150	47,400
Rental	147,900		44,000								191,900	230,350	179,500
Repairs & Maint	9,250		10,000								19,250	16,800	18,100
Total Equipment	187,650	6,000	54,000		8,100						255,750	287,300	245,000
Facilities													
Building Supplies	16,750										16,750	31,050	11,750
Grounds	14,500										14,500	11,750	28,850
Janitorial	68,500										68,500	78,000	88,500
Rental	73,300	11,651			10,800			3,348			99,099	98,667	96,366
Repairs & Maint Buildings	79,000										79,000	83,000	89,010
Utilities	211,820										211,820	192,200	194,020
Total Facilities	483,870	11,651			10,800			3,348			509,669	494,667	508,496
Total Information Technology													
Computer Services	79,500										79,500	85,000	59,521
Data Communications	5,000										5,000	5,000	5,000
Equipment	50,000										50,000	30,200	58,500
Materials & Supplies	13,000										13,000	12,800	11,000
Repairs & Maint	8,000										8,000	7,000	5,000
Software	20,000										20,000	20,000	20,000
Total Information Technology	175,500										175,500	161,500	157,021
Personal Services													
Employee Benefits	643,175	183,763	649	47,291	42,103	45,039	70,998	1,157		38,493	1,072,668	1,014,939	1,010,073
Honoraria	29,250							500			29,750	16,500	28,000
Salaries	3,375,560	1,285,244	39,488	491,034	349,437	288,494	348,608	4,629		221,711	6,404,205	6,088,885	6,049,464
Other					41,250						41,250	66,250	51,250
Total Personal Services	4,047,986	1,469,007	40,137	538,325	432,790	333,533	419,605	6,286		260,204	7,547,873	7,186,574	7,138,787
Operating Expenses													
Advertising & Promotion	247,500	200			8,500					6,200	262,400	259,000	254,359
Association Fees & Dues	64,390	2,700				500	200			1,500	69,290	67,002	91,872
Bad Debts	5,000										5,000	5,000	5,000
Financial Services	32,600										32,600	32,600	32,600
Insurance	68,240										68,240	86,759	66,140
Material & Supplies	136,375	85,613	1,275	23,000	48,600	50		4,840		12,000	311,753	348,100	298,508
Postage, Freight & Courier	39,150	1,250			3,200	100					43,700	45,770	34,900
Printing & Copying	27,050									1,000	28,050	34,725	28,050
Professional Services	242,300									7,500	249,800	264,500	212,327
Professional Development	169,800				7,950						177,750	158,650	150,450
Subscriptions	8,022										8,022	7,821	8,022
Telephone	90,580						1,200			1,250	93,030	85,220	84,041
Travel	116,100	33,356	13,175		16,100		6,500	11,100		5,000	201,331	234,982	207,089
Other Operating Expenses	2,000				2,639				252,000		256,639	267,000	239,943
Total Operating Expenses	1,249,107	123,119	14,450	23,000	86,989	650	7,900	15,940	252,000	34,450	1,807,605	1,917,129	1,713,300
Total Expenses	7,452,828	2,768,494	116,047	566,325	599,644	338,683	427,505	184,622	252,000	294,654	13,000,802	12,711,297	12,580,977

GREAT PLAINS COLLEGE
Projected Schedule of General Expenses by Functional Area
for the year ended June 30, 2015

Schedule 4

	2015				2015	2014	2014
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	Projected	Budget	Estimated
Agency							
Agency Contracts		\$12,650	\$65		\$12,715	\$12,000	\$12,715
Contract Instructors		6,000			6,000	6,000	6,700
Total Agency		18,650	65		18,715	18,000	19,415
Amortization		1,290,000			1,290,000	1,242,000	1,390,000
Equipment							
Non-Capital Equip		10,000	20,500		30,500	23,000	31,300
Rental		73,400	74,500		147,900	134,400	137,500
Repairs & Maint		5,000	4,250		9,250	16,200	8,100
Total Equipment		88,400	99,250		187,650	173,600	176,900
Facilities							
Building Supplies			16,750		16,750	31,050	11,750
Grounds			14,500		14,500	11,750	28,850
Janitorial			88,500		88,500	78,000	88,500
Rental		2,800	70,500		73,300	76,300	73,300
Repairs & Maint Buildings			79,000		79,000	83,000	89,010
Utilities			211,820		211,820	192,200	194,020
Total Facilities		2,800	481,070		483,870	472,300	485,430
Total Information Technology							
Computer Services		54,500		25,000	79,500	85,900	59,521
Data Communications				5,000	5,000	5,000	5,000
Equipment				50,000	50,000	30,100	56,500
Materials & Supplies				13,000	13,000	12,800	11,000
Rental							
Repairs & Maint				8,000	8,000	7,000	5,000
Software				20,000	20,000	20,000	20,000
Total Information Technology		54,500		121,000	175,500	160,800	157,021
Personal Services							
Employee Benefits		580,874	46,589	35,713	643,176	589,942	619,100
Honoraria	16,500	12,750			29,250	16,500	27,500
Salaries		2,963,914	208,388	203,258	3,375,560	3,261,312	3,200,851
Other						25,000	10,000
Total Personal Services	16,500	3,537,538	254,977	238,971	4,047,986	3,892,754	3,857,451
Operating Expenses							
Advertising & Promotion	1,000	246,500			247,500	250,500	239,187
Association Fees & Dues	25,500	26,890		12,000	64,390	83,052	88,304
Bad Debts	5,000				5,000	5,000	5,000
Financial Services		32,600			32,600	32,600	32,600
Insurance	8,000	240	60,000		68,240	86,759	66,140
Material & Supplies	7,500	121,975	3,900	3,000	136,375	112,450	131,950
Postage, Freight & Courier		39,150			39,150	44,650	30,950
Printing & Copying	250	26,300	500		27,050	33,725	27,050
Professional Services	27,500	214,800			242,300	257,000	196,827
Professional Development	16,000	153,800			169,800	141,400	141,000
Subscriptions		8,022			8,022	7,821	8,022
Telephone		21,720	65,700	3,160	90,580	83,970	82,791
Travel	15,000	95,600	2,500	3,000	116,100	111,500	113,100
Other Operating Expenses		2,000			2,000	500	1,054
Total Operating Expenses	105,750	989,597	132,600	21,160	1,249,107	1,250,927	1,163,975
Total Expenses	122,250	5,981,485	967,962	381,131	7,452,828	7,210,381	7,250,192

GREAT PLAINS COLLEGE
Projected Schedule of Ministry of Advanced Education / Ministry of Economy Funding
for the year ended June 2015

	Projected 2014-15	Estimated 2013-14	Change	Notes
Ministry of Advanced Education				
Operating grant	5,027,000	4,953,042	73,958	2% increase in provincial funding in 2014-2015
Other	137,000	133,000	4,000	
Ministry of Economy				
Program payments	3,001,012	3,090,633	(89,621)	Decrease in STA funding and estimated decrease in ECE funding netted with increase in ABE funding and other small variances
	<u>\$ 8,165,012</u>	<u>\$ 8,176,675</u>	<u>\$ (11,663)</u>	

GREAT PLAINS COLLEGE
Projected Schedule of Changes in Accumulated Surplus from Operations
for the year ended June 2015

	2014 Estimated	Additions during the year	Reductions during the year	2015 Projected
Invested in Tangible Capital Assets:				
Net Book Value of Tangible Capital Assets	\$ 14,798,381	\$ 150,000	\$ (1,270,000)	\$ 13,678,381
Externally Restricted - Tangible Capital Asset Expenditure	20,000	-	(10,000)	10,000
Externally Restricted - Scholarships	20,500	6,500	-	27,000
External Contributions to be Held in Perpetuity - Endowment Funds	182,000	19,000	(1,500)	199,500
Internally Restricted Operating Surplus:				
Other:				
Prepaid operating lease - Warman	36,000	-	(13,500)	22,500
Succession Planning	12,500	-	-	12,500
Building Maintenance	50,000	-	(50,000)	-
Building Renovations	250,000	50,000	(100,000)	200,000
Program Development	312,012	-	(35,000)	277,012
Enrollment & Growth	59,285	-	(20,562)	38,723
Programming:				
Skills Training Allowance	427,726	427,726	(427,726)	427,726
Adult Basic Education	249,315	150,270	(249,315)	150,270
ABE - On Reserve	34,987	34,988	(34,987)	34,988
Early Childhood Education	43,398	43,398	(43,398)	43,398
English as a Second Language	43,813	43,812	(43,813)	43,812
Targeted Initiative for Older Workers	28,847	28,847	(28,847)	28,847
	1,547,883	779,041	(1,047,148)	1,279,776
Unrestricted Operating Surplus	380,900	867,406	(919,041)	329,265
Total Accumulated Surplus	16,949,664	1,821,947	(3,247,689)	15,523,922

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